

A street scene with a palm tree, a building, and a mountain in the background. The scene is bright and clear, with a blue sky and some clouds. The text is overlaid on a white, glowing rectangular area in the center of the image.

# **IEDC State of the Industry**

**January 31, 2022**

**Jeff Finkle  
President & CEO**

**IEDC 2022 LEADERSHIP SUMMIT | January 30-February 1, 2022**



## **Jeffrey A. Finkle, CECd**

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President & CEO

International Economic Development Council (IEDC)

Washington, DC

IEDC 2022 LEADERSHIP SUMMIT | January 30-February 1, 2022

# METHODOLOGY



The Survey results include a review of 2021 EDO challenges and a glance at 2022 objectives

# WHO TAKES THE SURVEY



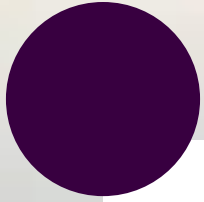
Most respondents are from the US, followed by Canada

46% are from a community with population of 25,000 to 200,000

57% have been in the profession for over 16 years

## Key issues over the past year

- The continued pandemic, recovery
- Questions on the future of work
- Racial and social tensions
- Political fragmentation
- Climate change and disasters
- Supply chain challenges

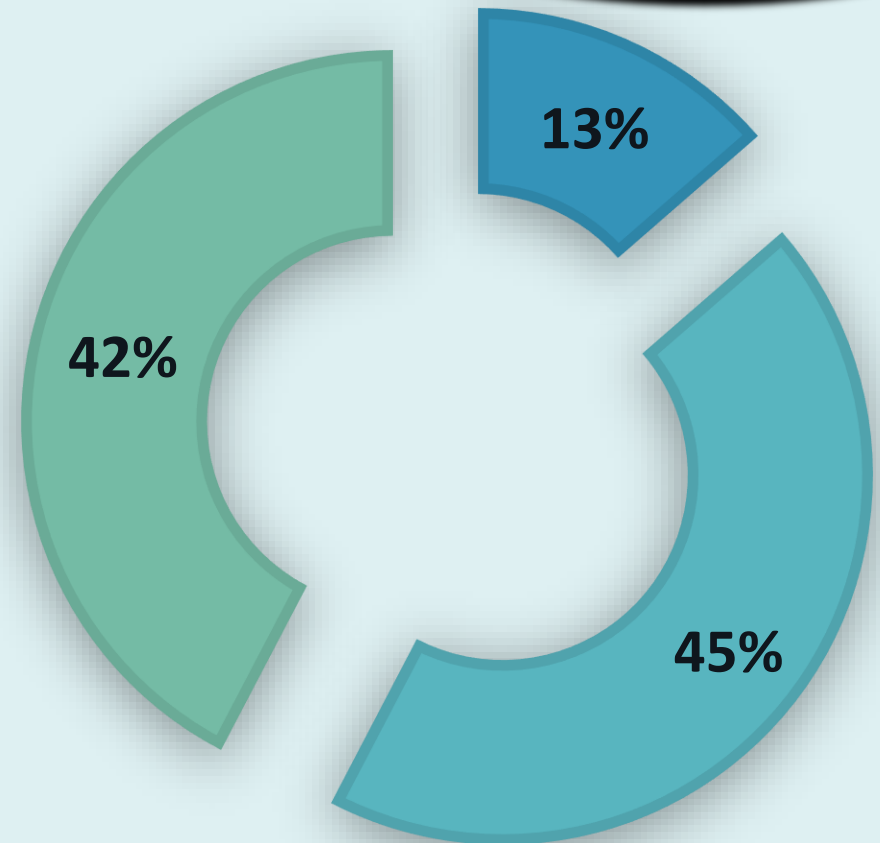


How did these issues impact budgets, programs of work, and other key areas of focus for EDOs?

Let's find out...

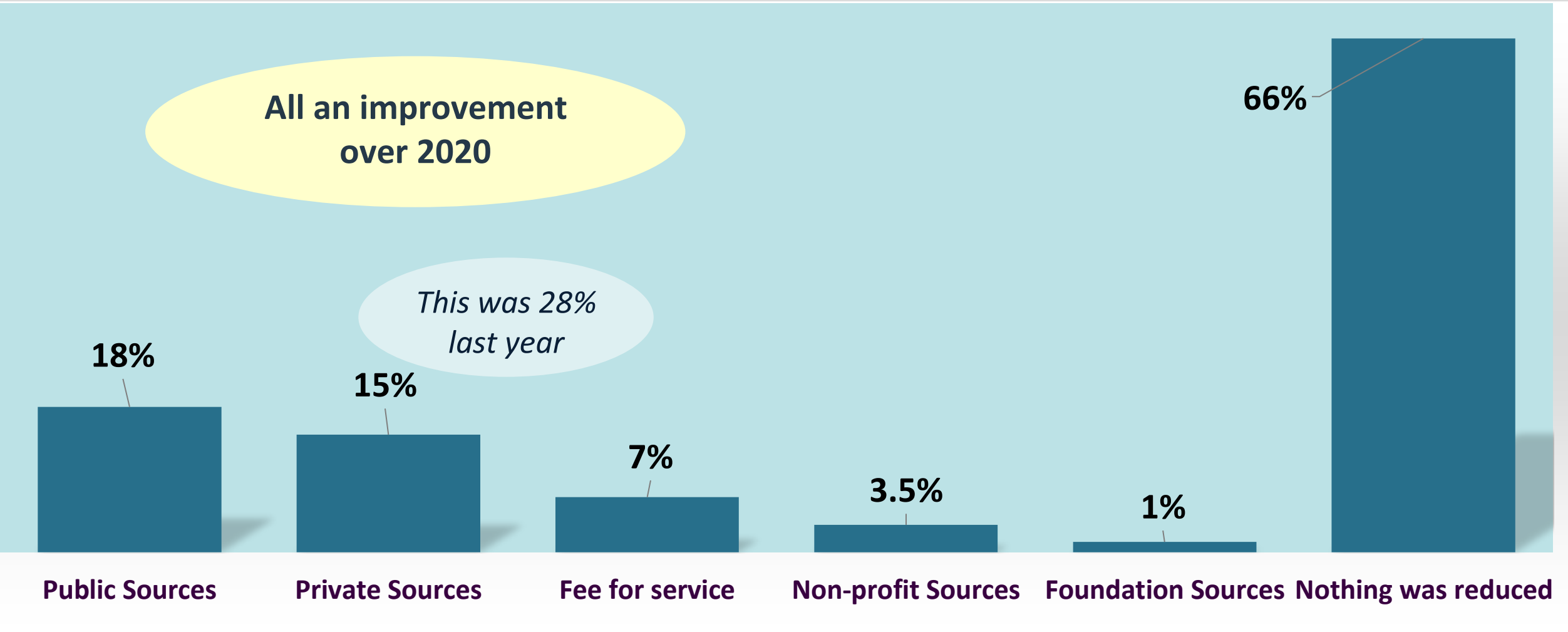
**In comparison to 2020, how has your EDO's operating budget shifted over the past year?**

- Decreased
- About the same
- Increased



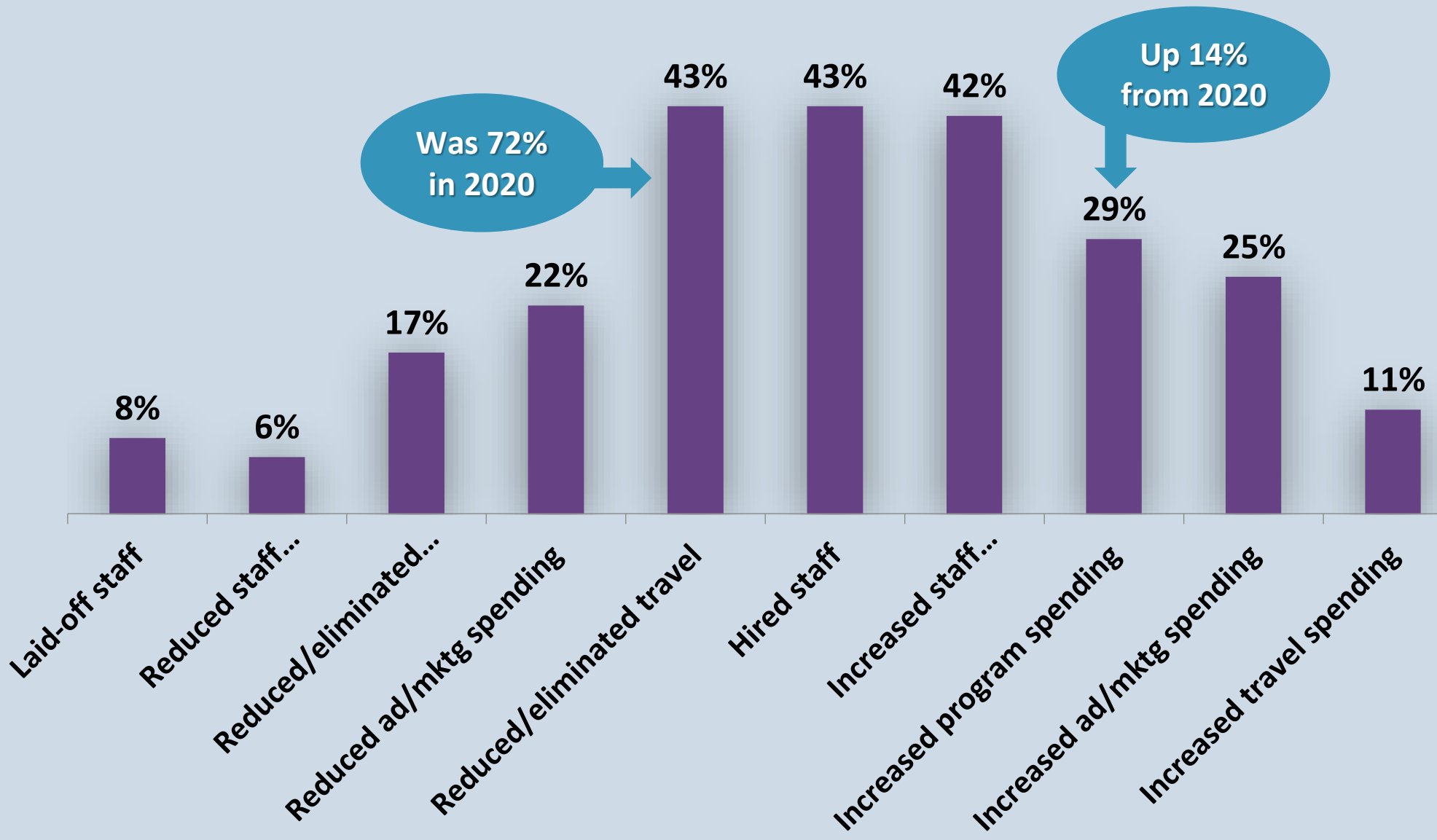
**Last year budgets decreased 35%**

# Were any sources of funding reduced in 2021?

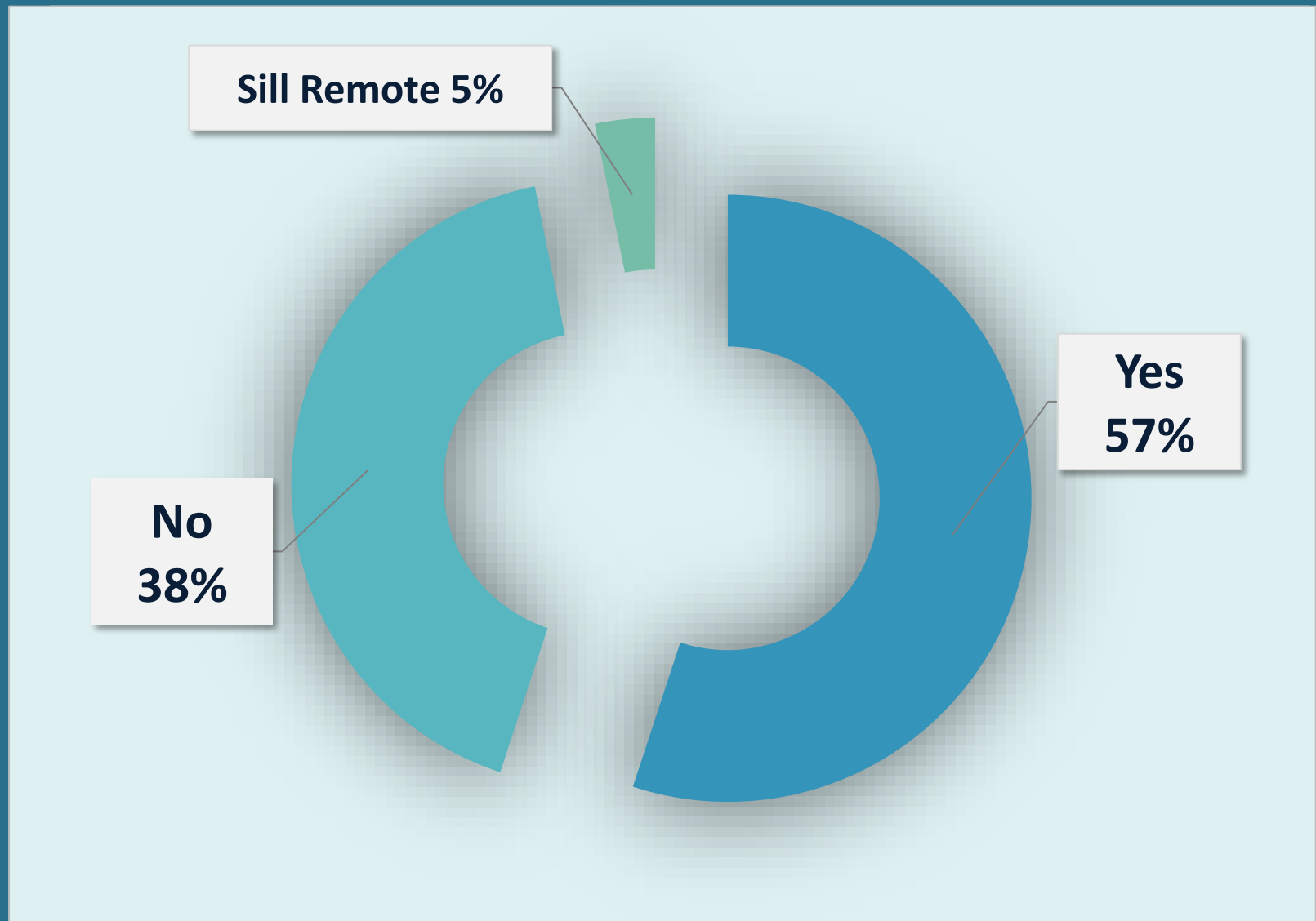




# What changes were made in your EDO over the past year?



**After initial office closures in 2020, has your EDO maintained a hybrid work model?**



# In the past year, how have you altered your EDO's strategy?



**50%** more focus on BRE

**43%** more on entrepreneurship &  
small biz development

**39%** more on strategic partnerships

**33%** more focus on quality-of-life issues

## Other Ways That EDOs Altered Strategy

Collaborating Regionally  
**30%**

Concentrating on economic  
diversification **28%**

Concentrating on emerging  
industries **15%**

More social media &  
marketing **32%**

Investing in an Image  
Makeover **13%**

Did not alter strategy **15%**

Shifted from  
Public to PPP **1%**

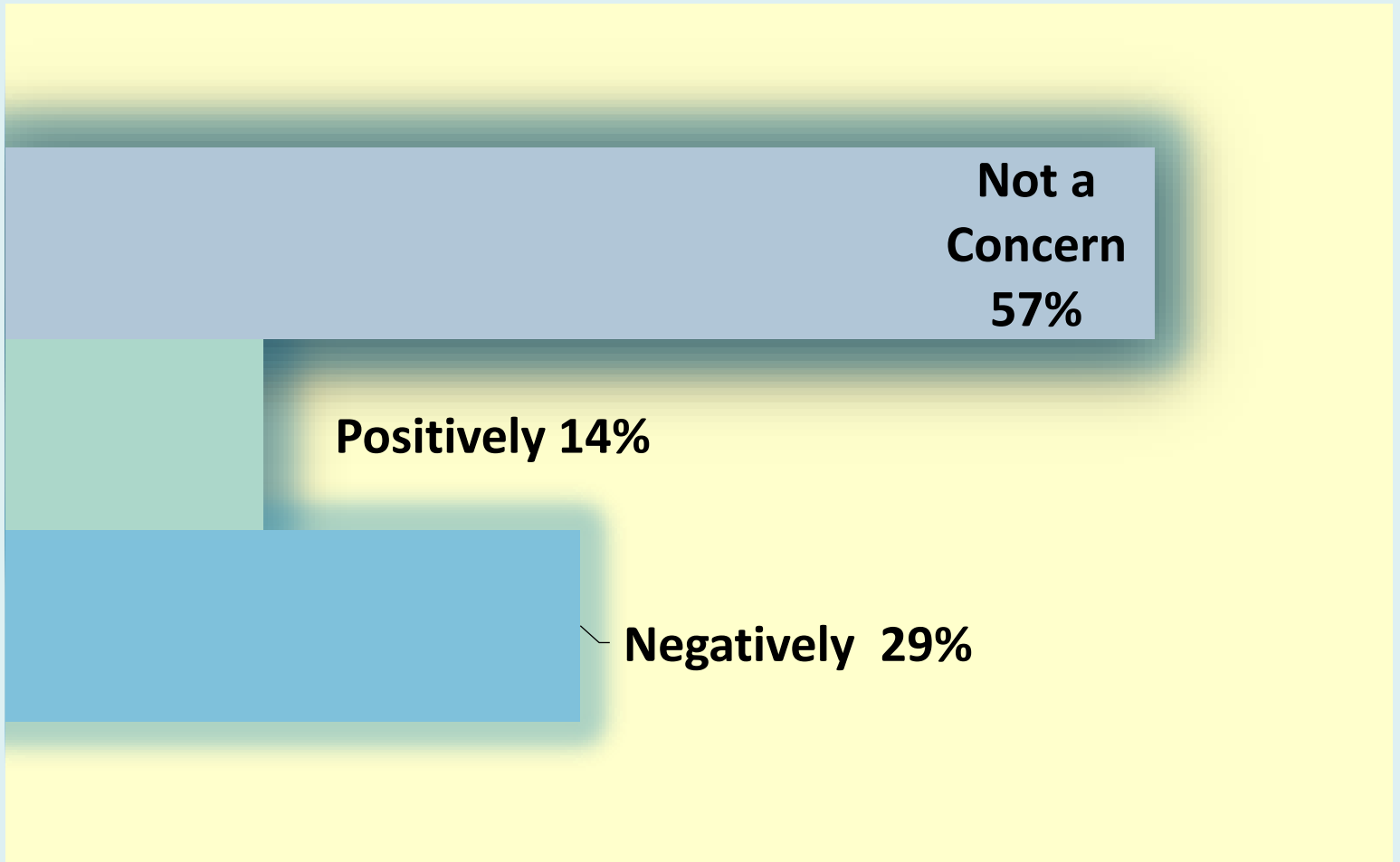
**13% > than  
2019**

Investing in Workforce  
Training & Education **32%**

Concentrating on Business  
Attraction **19%**

Increased FDI efforts **9%**

# Has remote/hybrid work impacted your community's business district?



In 2021, what were the **THREE** greatest challenges to your EDO's efforts?



For all levels of jobs

**73% Lack of Skilled Labor/Talent**

**36% Inadequate Infrastructure**

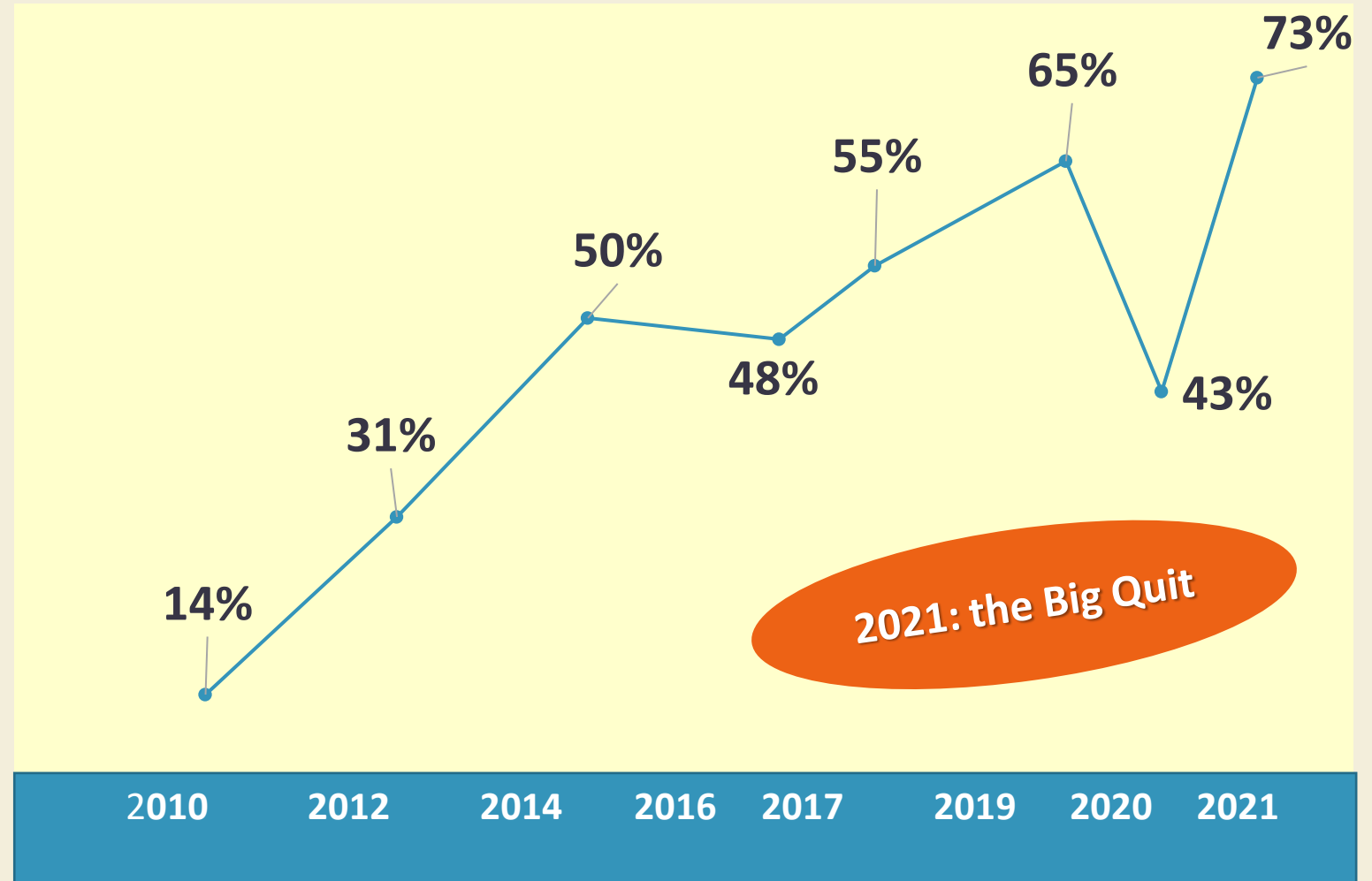
A top issue since 2015

**25% Lack of Political Support for ED**

# The Labor/Talent Challenge Gets Worse



*2020: the dip is explained by biz closures being primary concern*



## Other Top Challenges in 2021



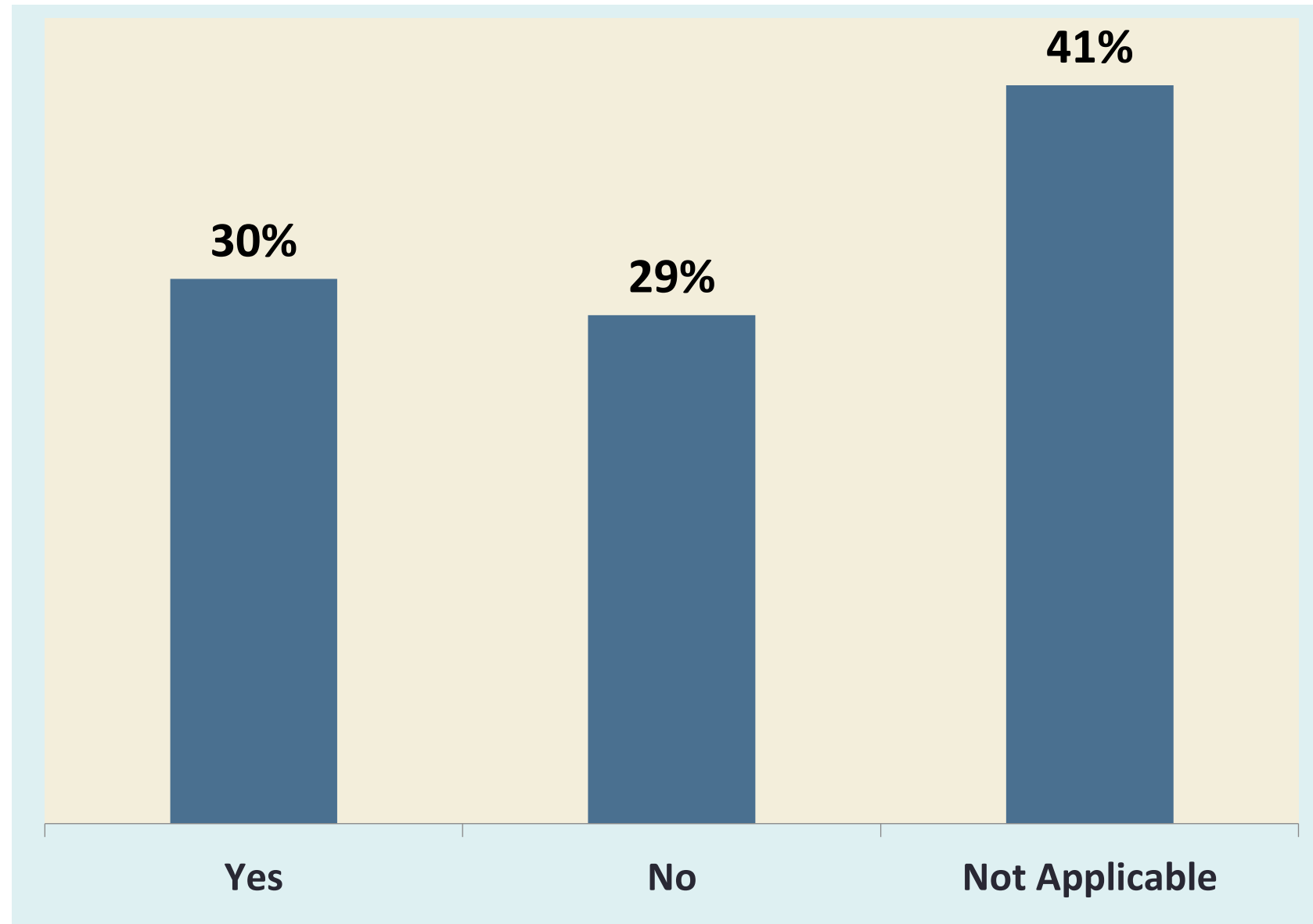
**22% Business Closures/Downsizing**



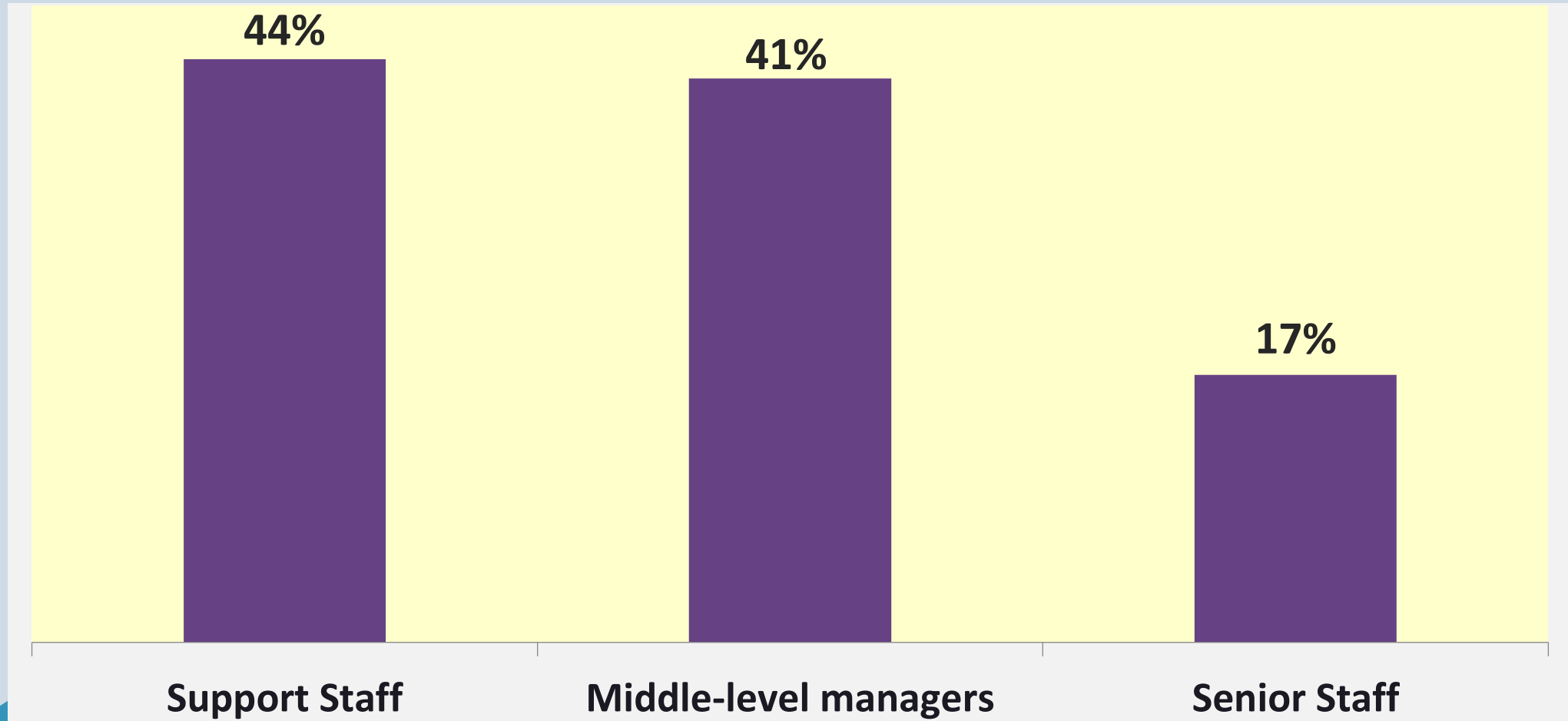
**20% Debates Over Incentives**



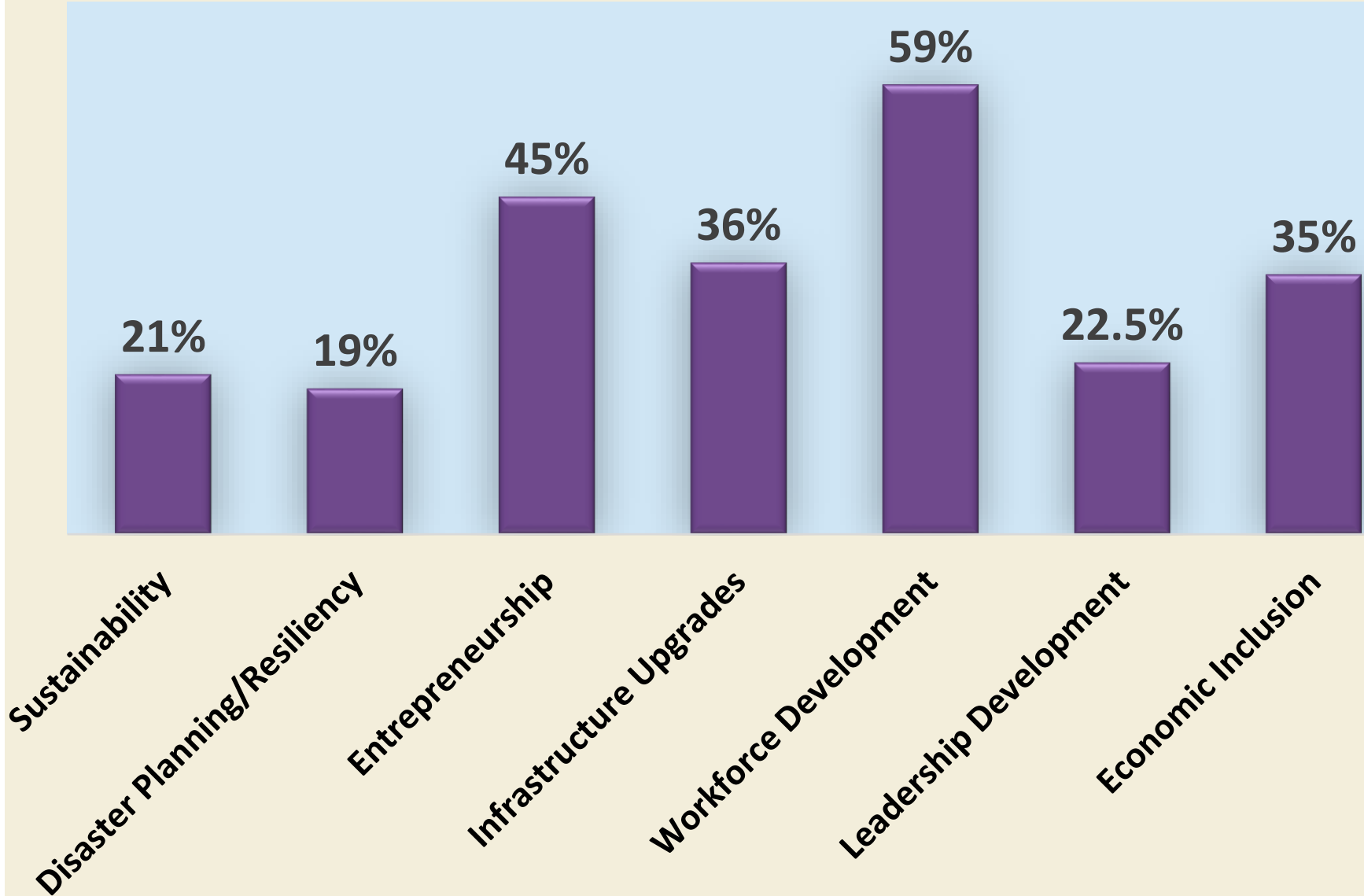
**If you have recently had vacancies at your EDO, were you challenged by finding qualified workers?**



# What positions have you been most challenged to fill?



# Top areas your EDO increased efforts 2021?





## Main Areas of EDO Focus Since 2017

**Workforce Development**

**Fostering Entrepreneurship**

**Economic Inclusion**

**16%  
increase**



# Other Popular Industries for Business Recruitment Efforts



**Aerospace/Aviation**



**Agri-Food Processing**



**Retail**



**Bio-tech/Life Sciences**



## Top entities that EDOs partnered with in 2021



City & County Government 62%

Up from  
45% in 2020

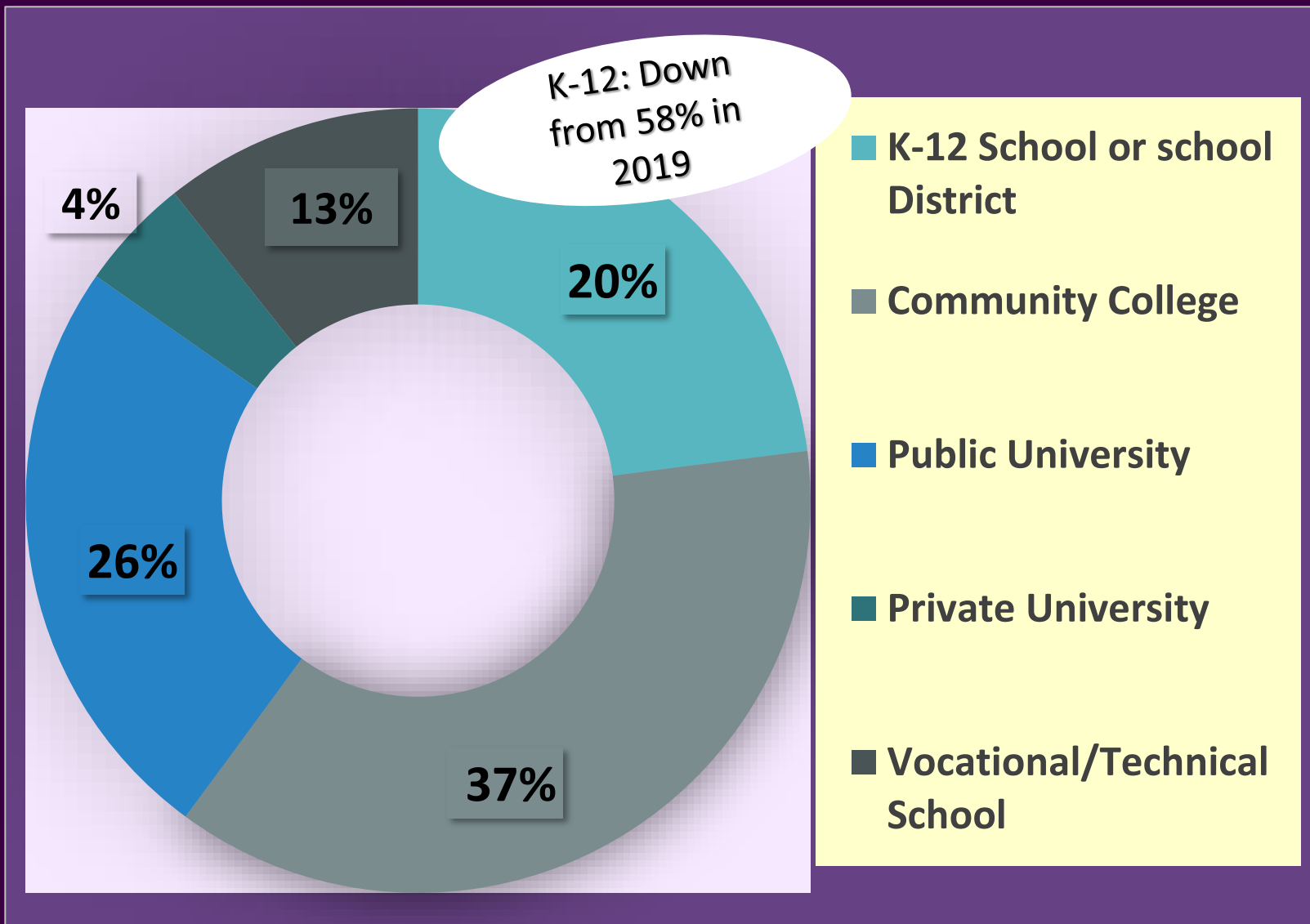
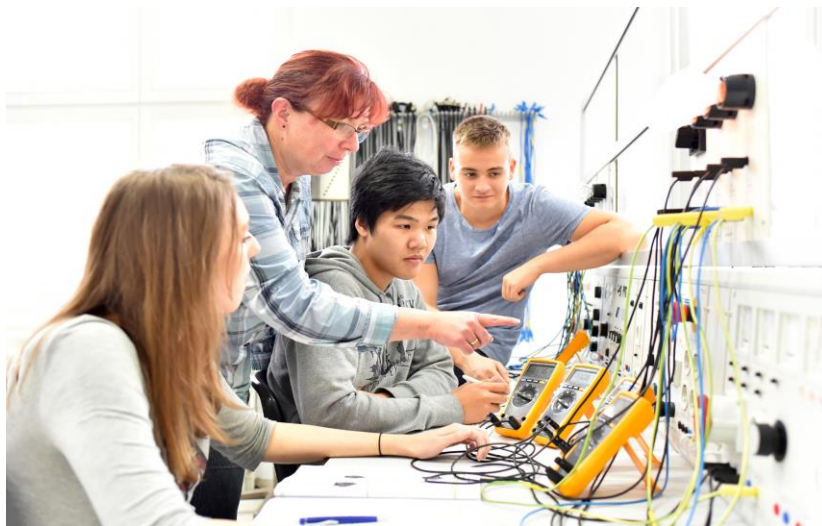
Regional EDO 33%

Workforce Partners 29%

Was #1 at 48%  
in 2017

Chamber of Commerce 25%

# Educational institutions that EDOs partnered with in 2021





# Top EDO objectives for 2022

Down from  
28% in 2020

**Business  
Retention 17%**

**Business  
Attraction 20%**

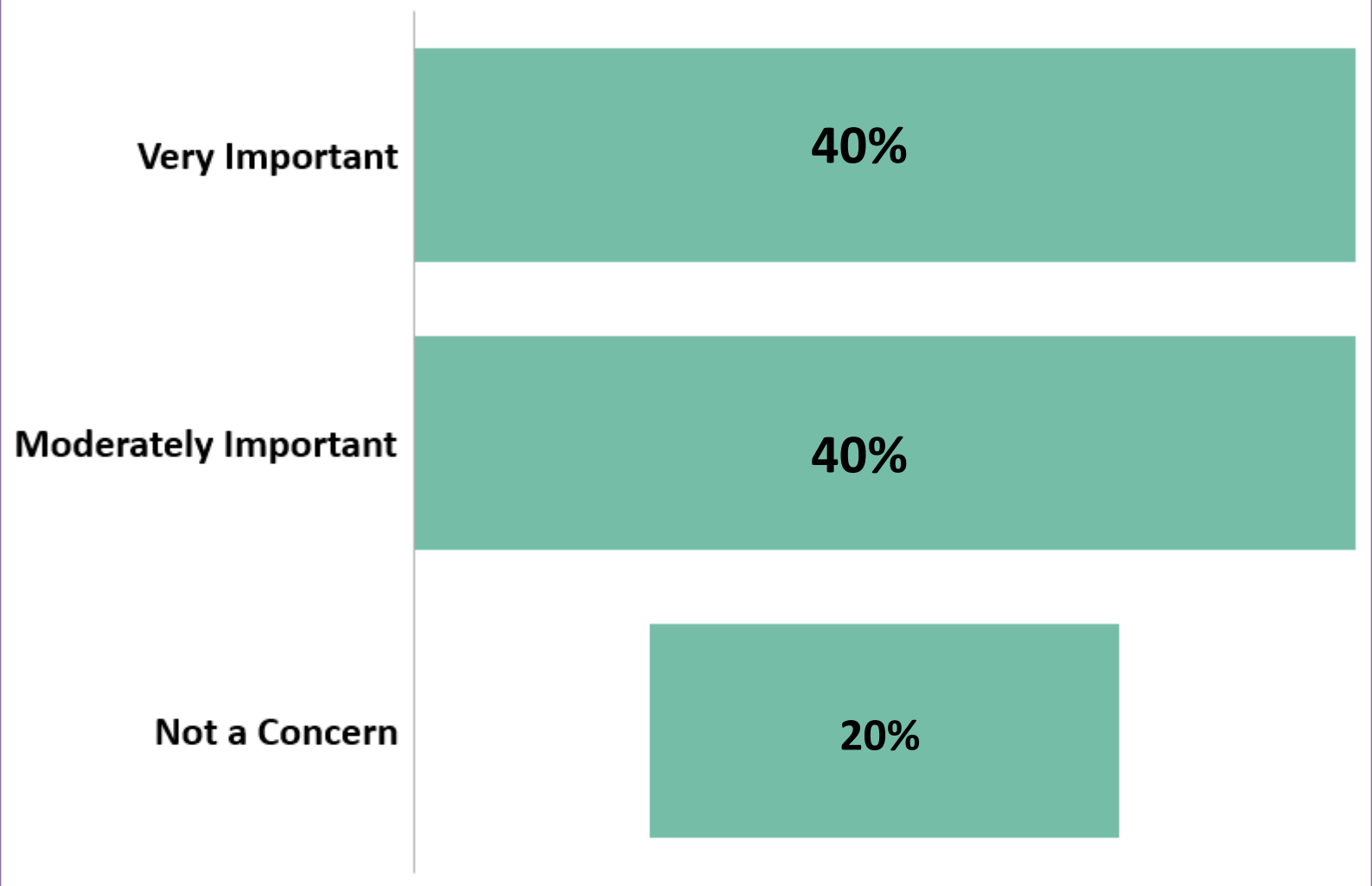
This was top  
reply in 2019

**WFD &  
Education 10%**

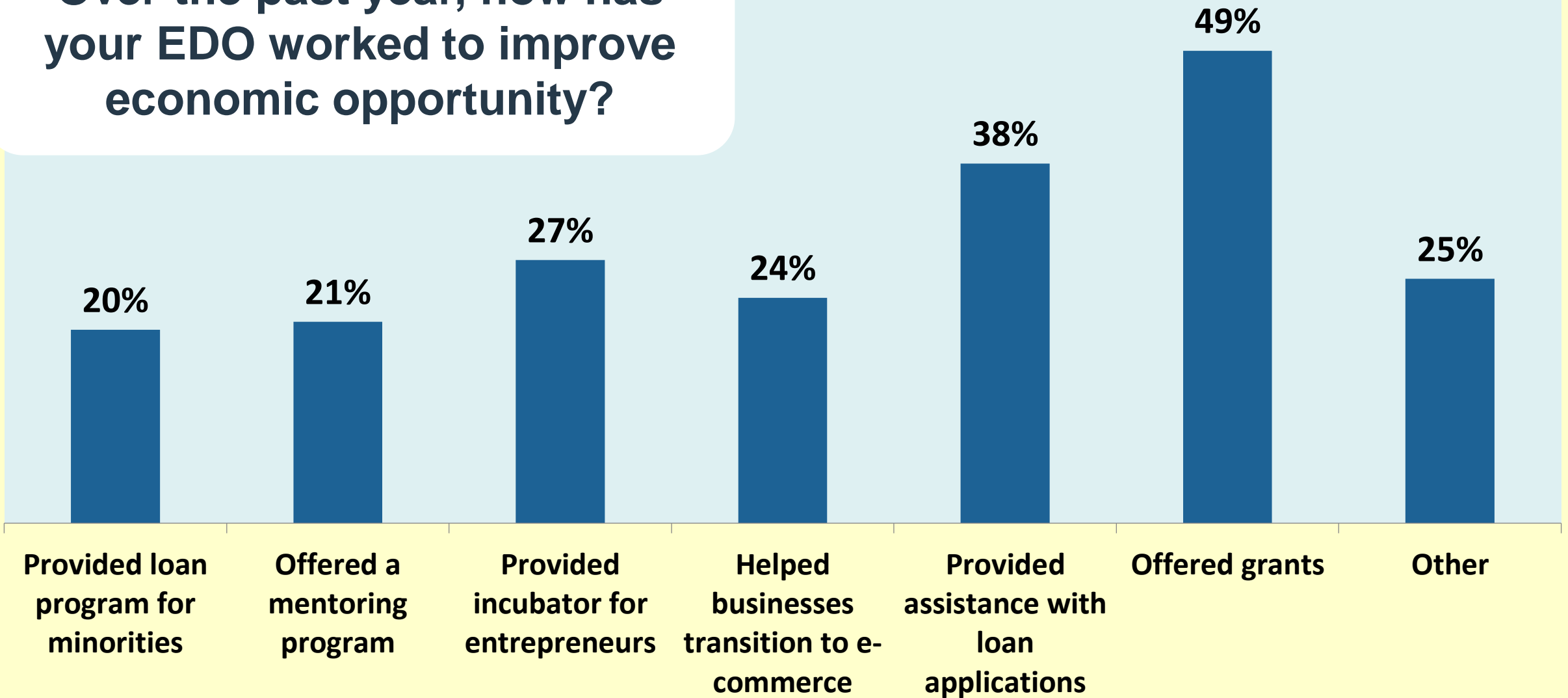
**Entrepreneurship  
& SBD  
15%**

**Economic  
Diversification  
11%**

# To what degree are equity & economic opportunity a concern for your EDO



Over the past year, how has your EDO worked to improve economic opportunity?



**Other Loans  
or Grants**

**Local  
Partnerships**

**Education**

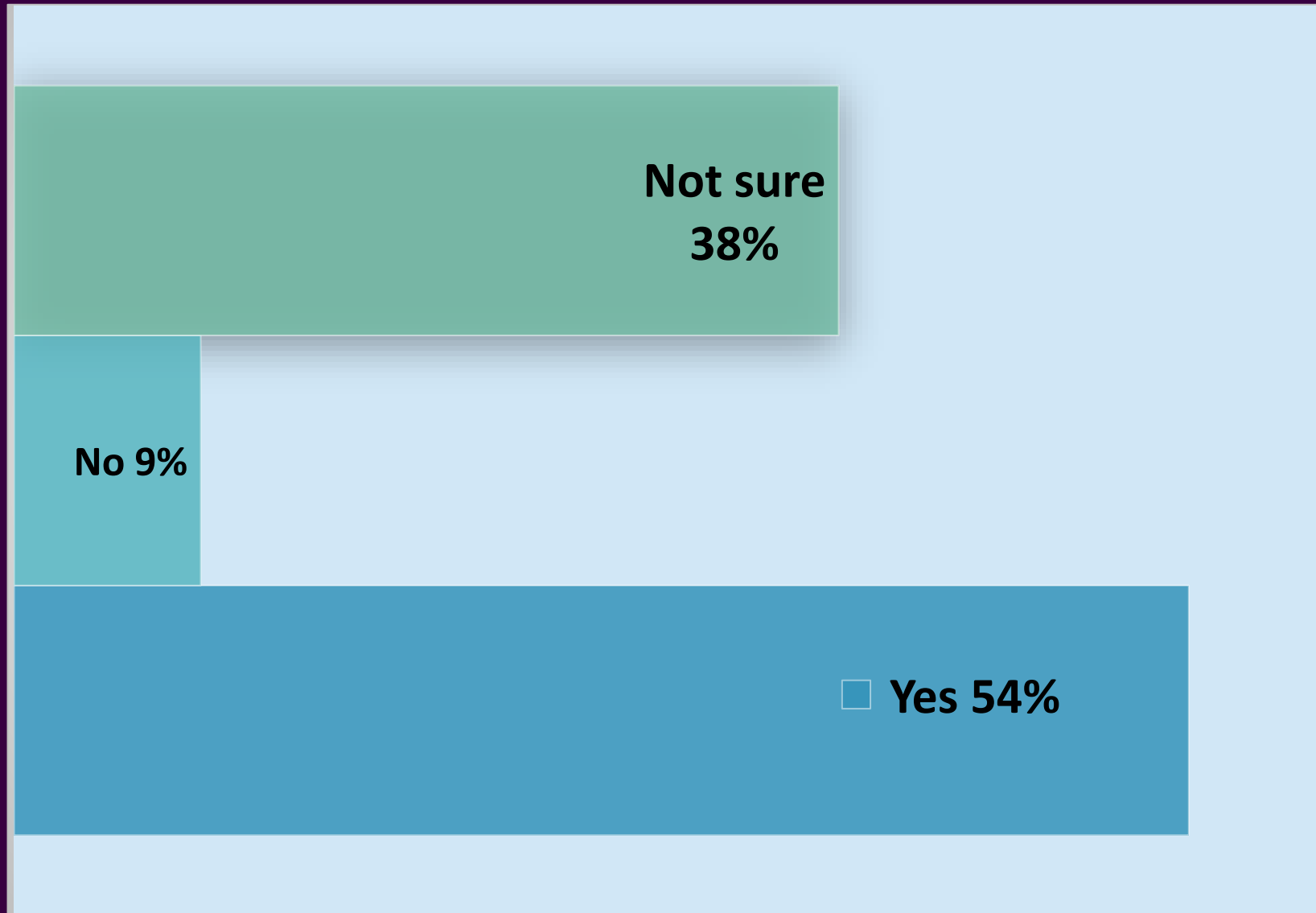
**Other EDO efforts  
to improve  
economic  
opportunity**

**Technical  
Assistance**

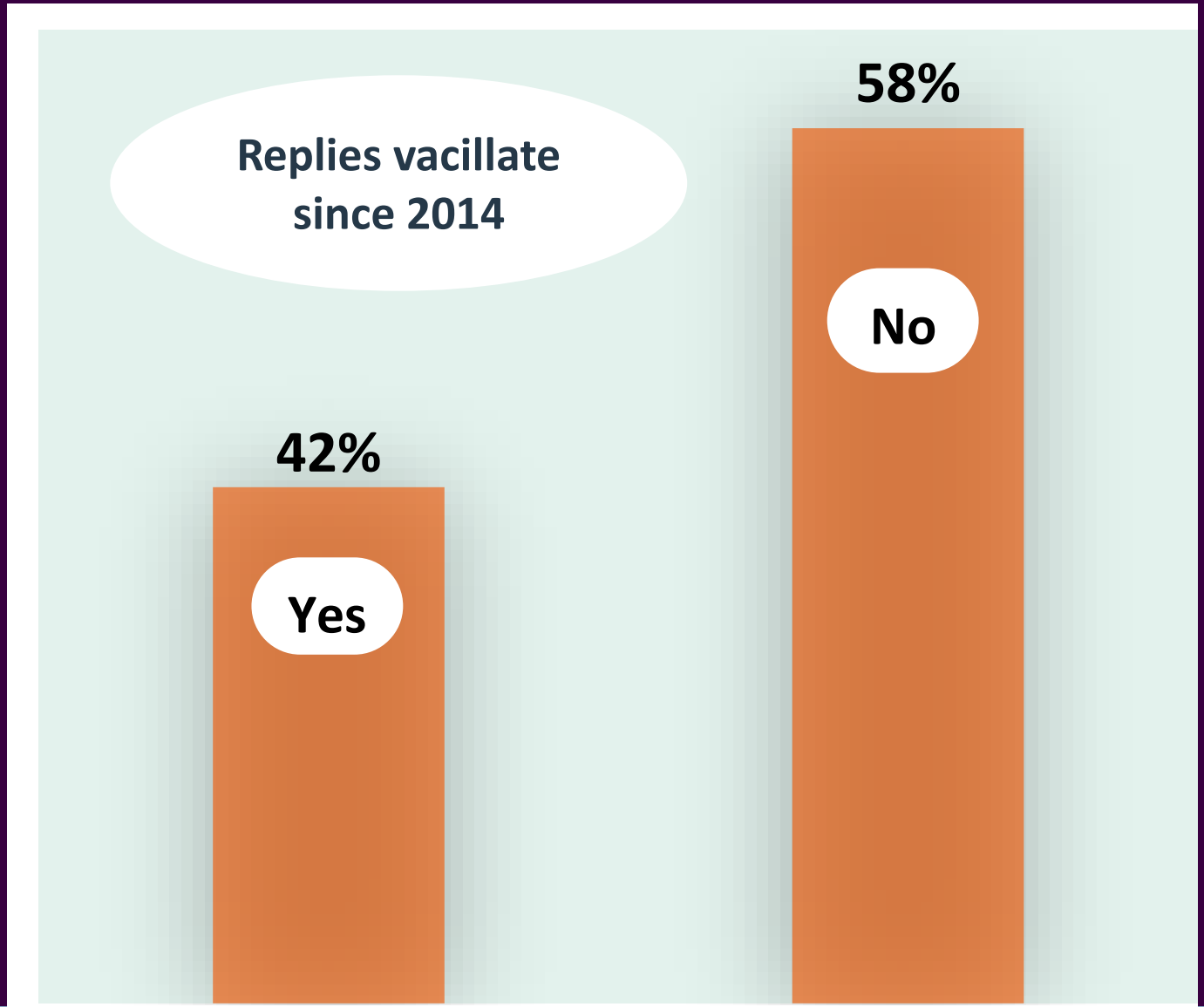
**Convene  
Stakeholders**



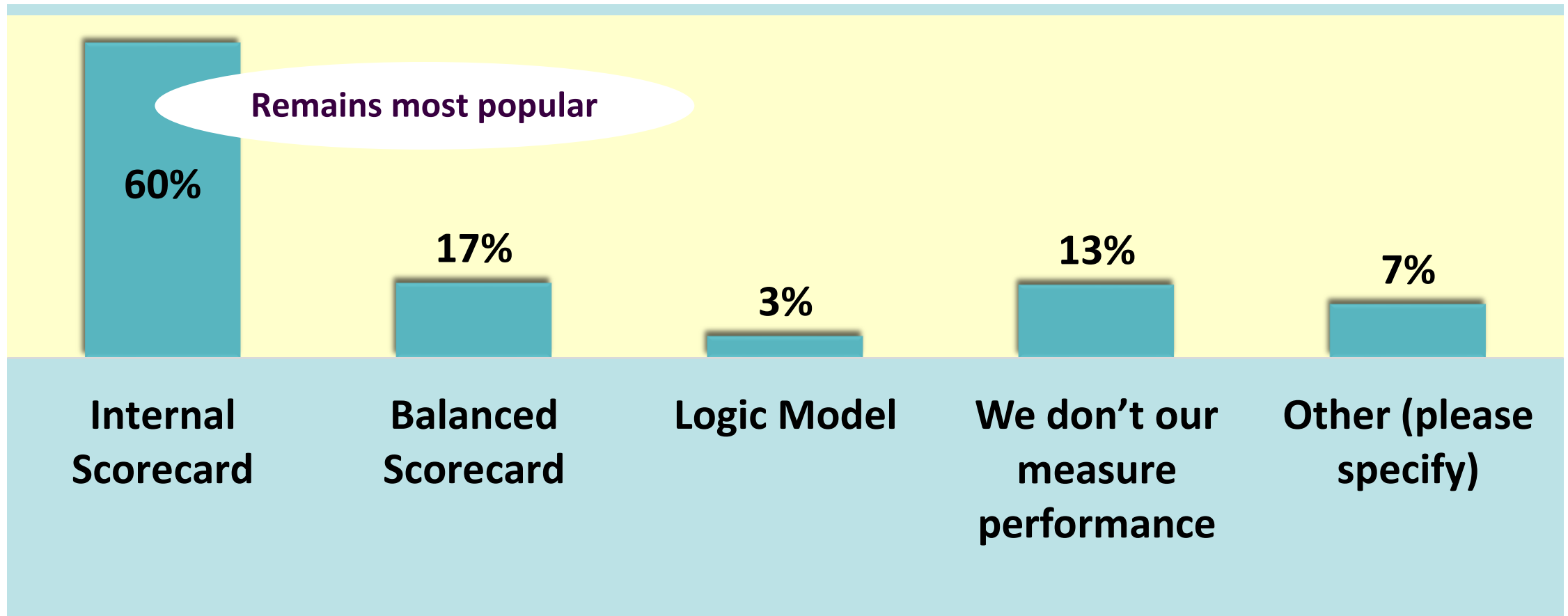
# Do you feel confident about fundraising for your EDO in 2022?



**Over the past year,  
did local politics  
interfere with an  
incentive deal  
promoted by your  
EDO?**



# How do you measure your EDOs performance?



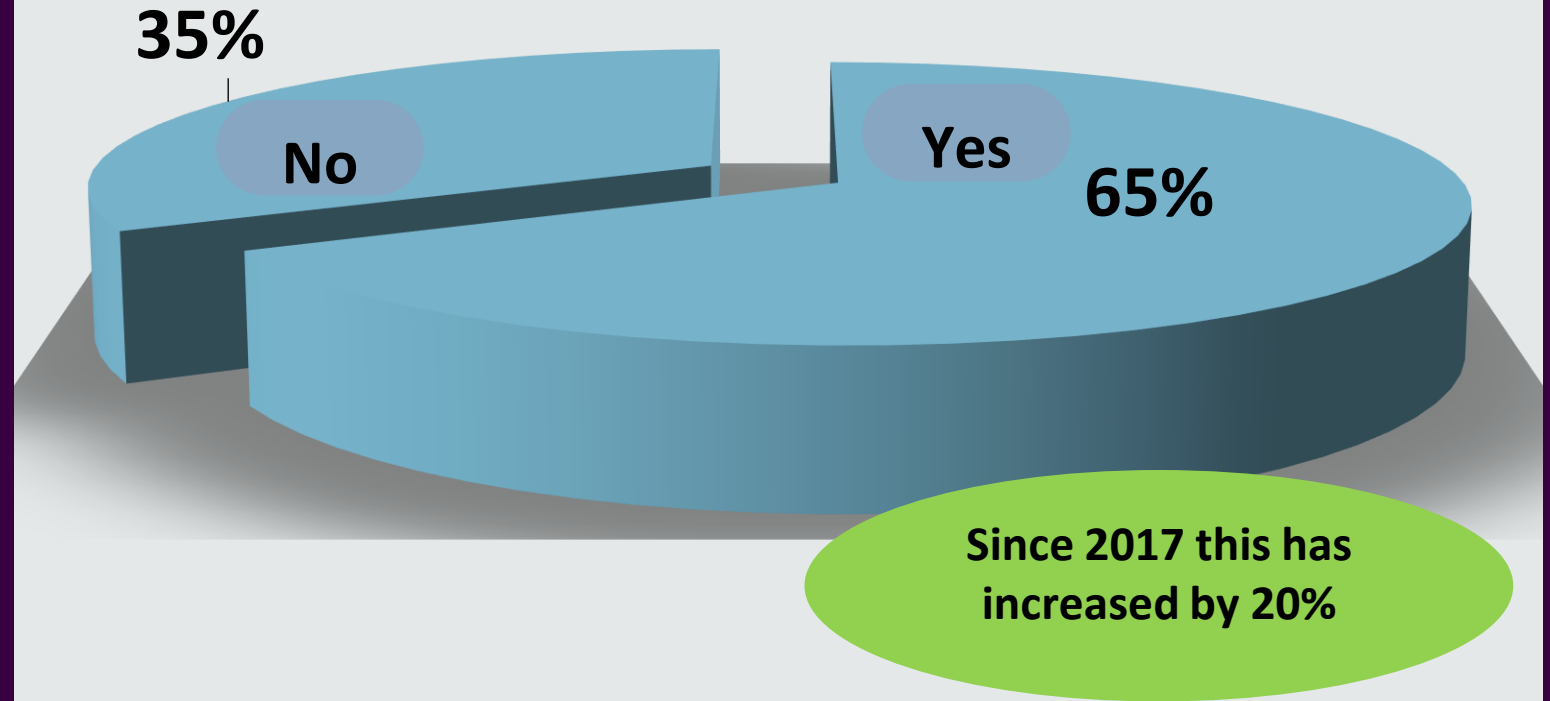
## Other ways of measuring performance



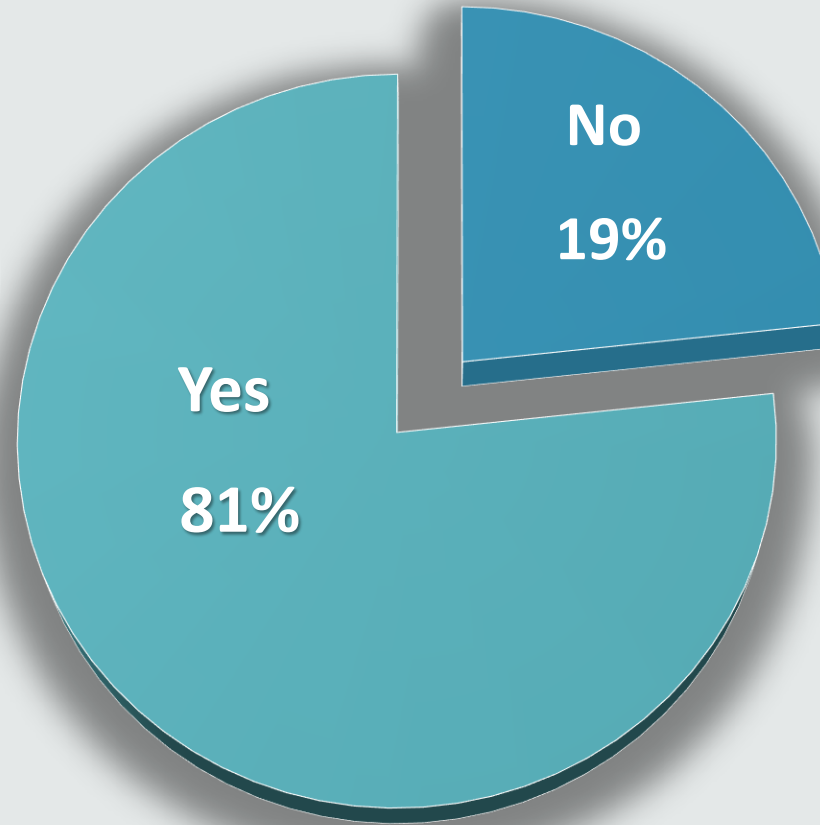
The most common “other” reply was measuring against the strategic plan with a dashboard or other checklist



**Is staff diversity  
(ethnic, age, or  
gender)  
a priority for your  
organization?**

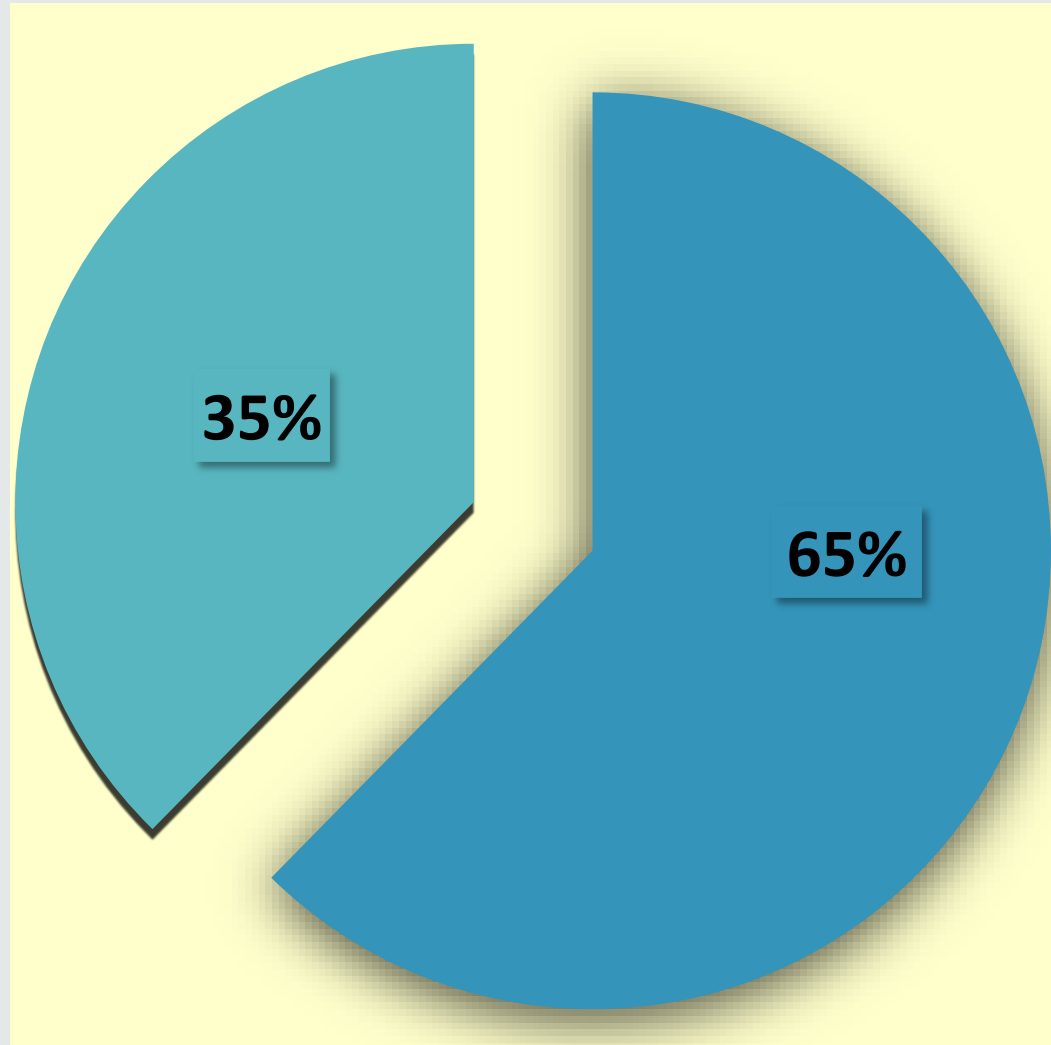


**Are you aware of  
the value of the  
AEDO (Accredited  
Economic  
Development  
Organization)  
program?**



INTERNATIONAL ECONOMIC  
DEVELOPMENT COUNCIL  
**AEDO**  
Accredited Economic Development Organization

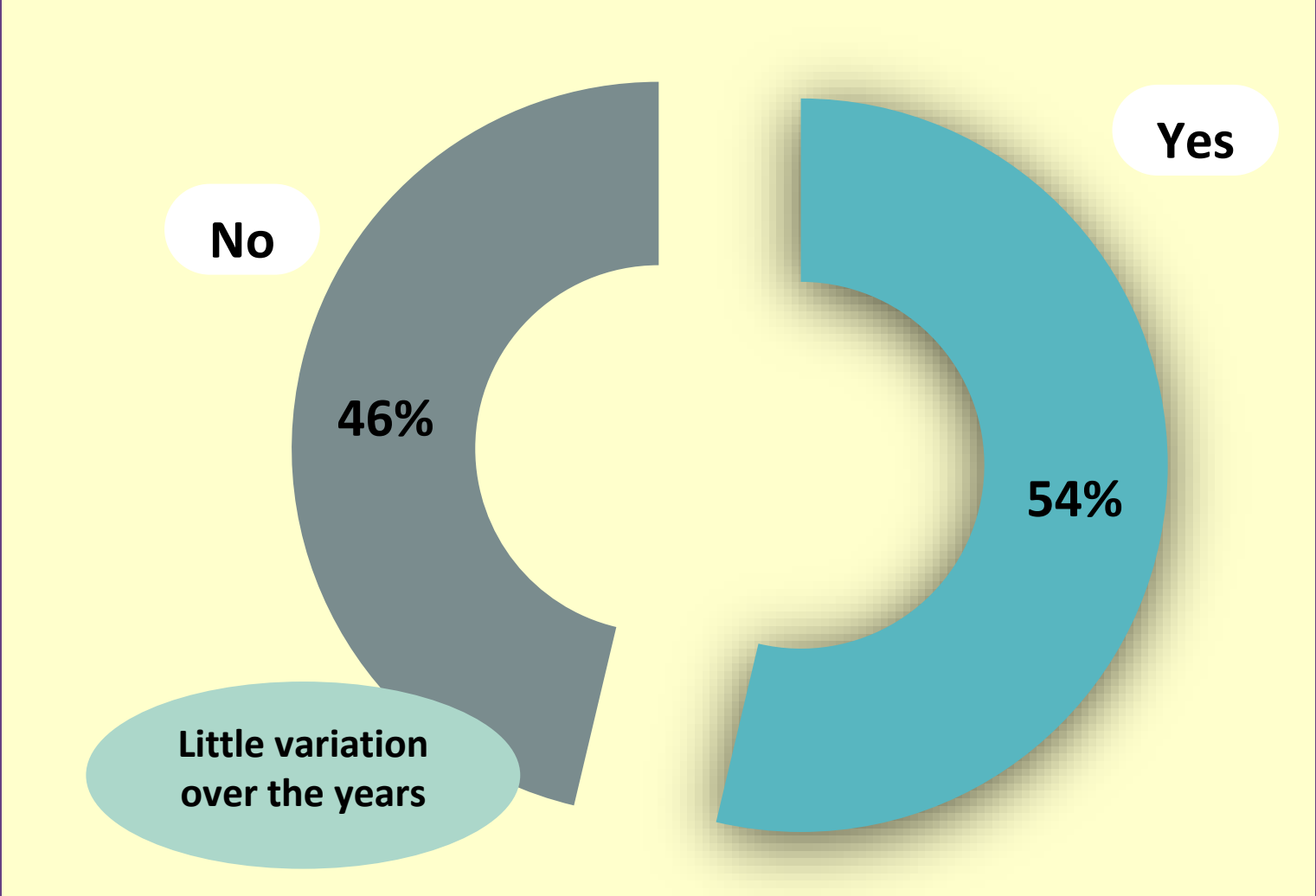
**Does your EDO encourage staff to become Certified Economic Developers (CEcD)?**



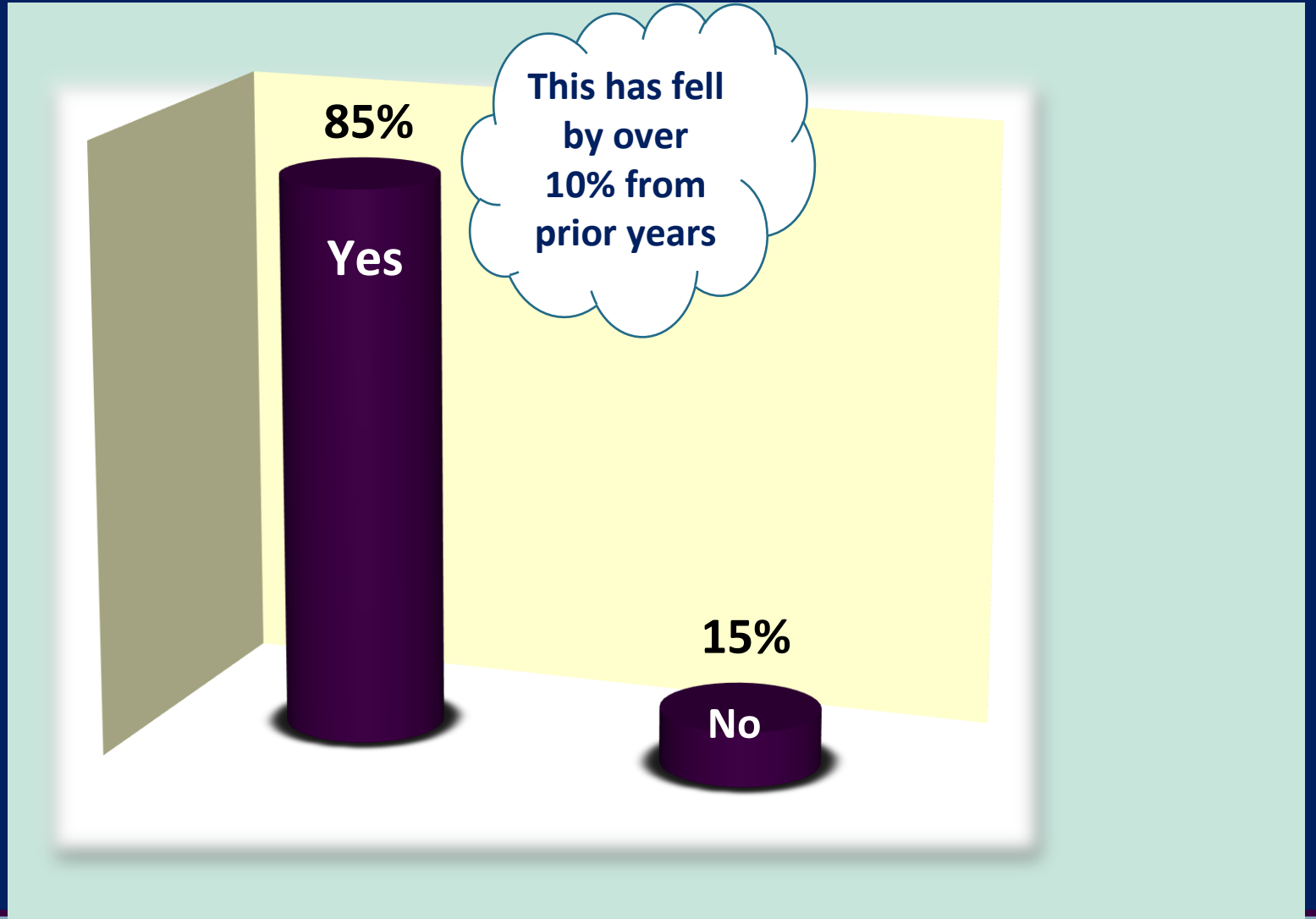
■ Yes ■ No



# Does your EDO offer board members & local elected officials economic development training?



**If an option, would you encourage local private sector executives to engage in economic development training?**



# How would you rate your organization's outlook for ED activity for 2022?

Note: Economic Developers are consistently positive



Better than 2021: 70%

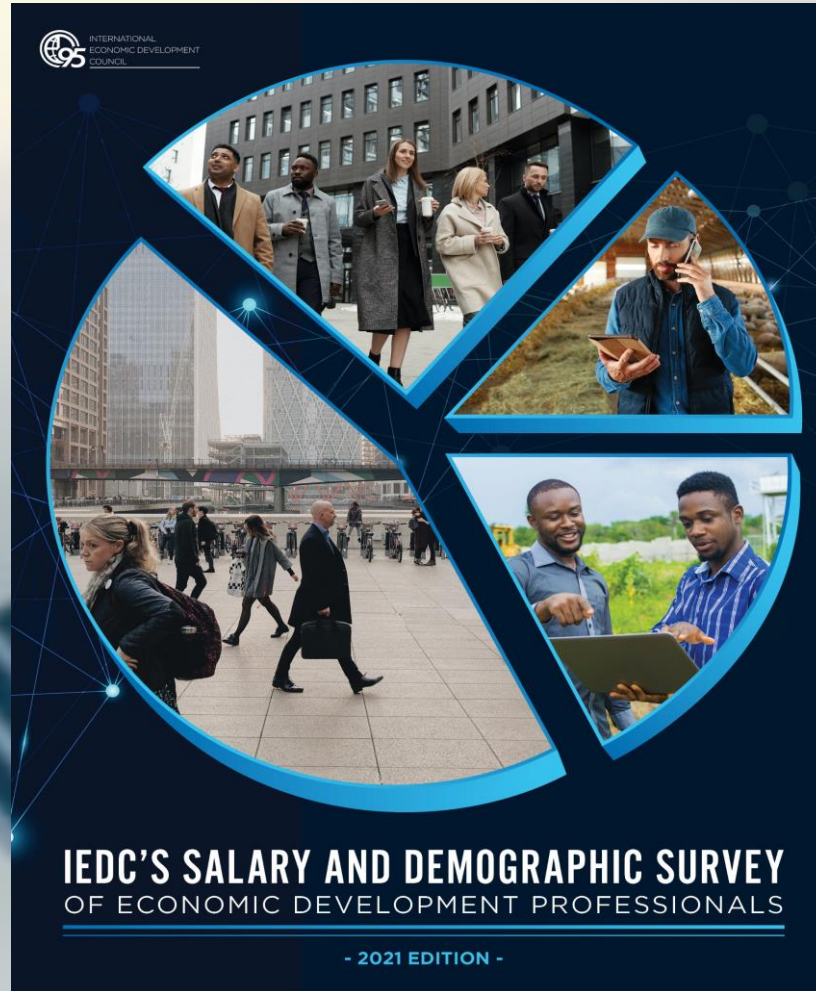
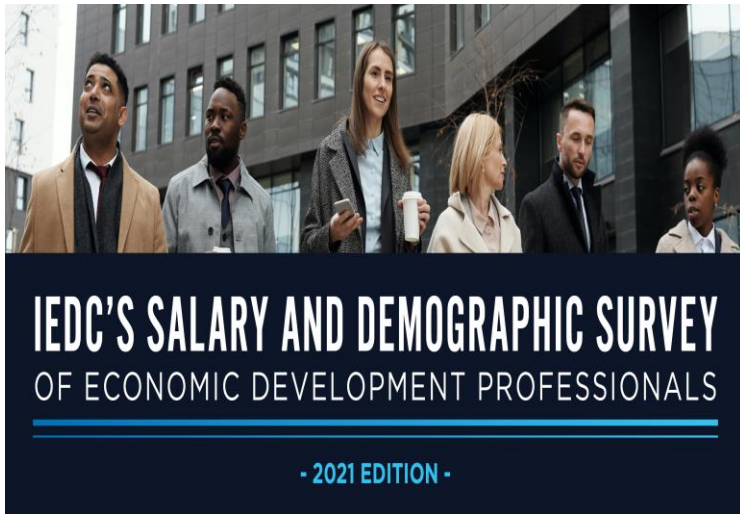


About the same as 2021: 28%



Worse than 2021: 2%

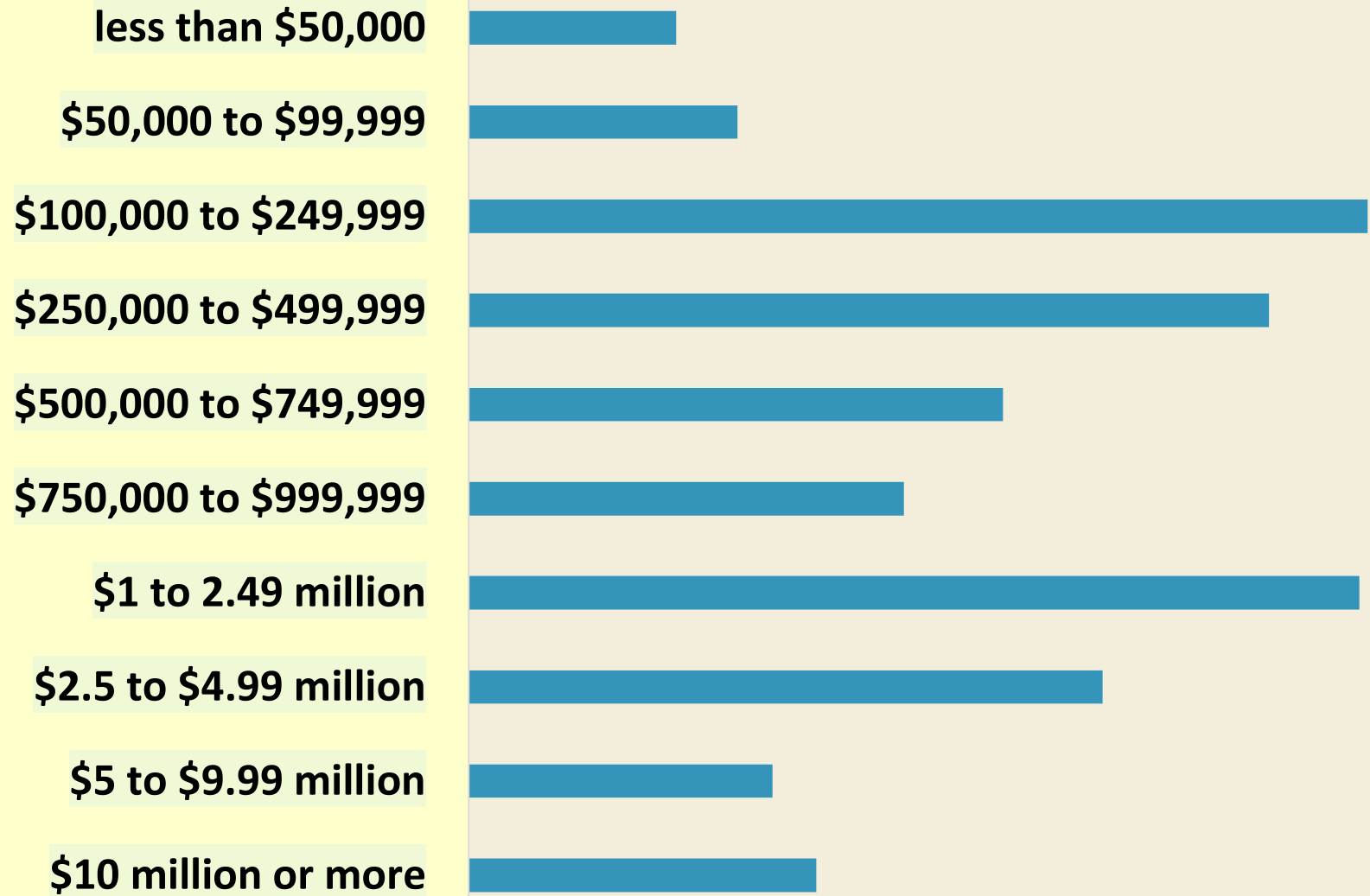
# A Glance at IEDC's 2021 Salary Survey



- There were 2,197 respondents, with 94% US-based
- Results are available for pre-order at a [discounted rate here](#)
- The full report will be released in late February 2022

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# Annual Operating Budgets





No full-time employees

1

2

3 to 4

5 to 9

10 to 24

25 to 49

50 to 99

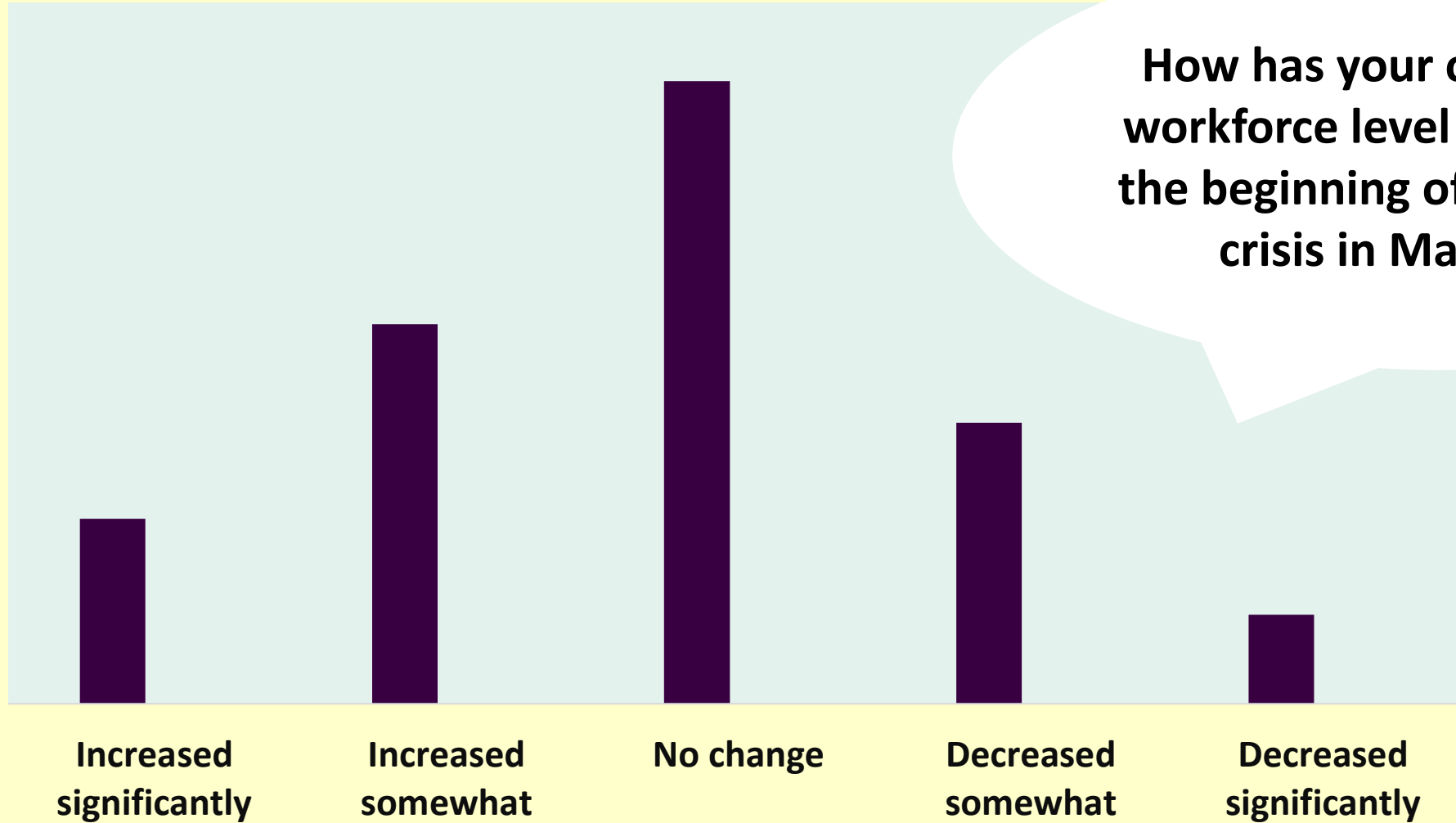
100 or more



**How many full-time employees work for your ED-related department or operations?**



**How has your organization's workforce level changed since the beginning of the COVID-19 crisis in March 2020?**



## Professional Certification



**The 2021 survey  
illustrated that the CEcD  
credential is the most  
widely held certification  
among economic  
developers**



## Top Skills Required for the Position Held by Respondents

### Similar to Previous Years

- **Strategic Planning**
- **Budgeting**
- **Supervisory**



# Key Takeaways

*Our EDOs continue to adapt to an uncertain landscape*

## Talent

Lack of Qualified Talent - at all levels - remains a top challenge for EDOs

## Budget

Budgets have been stable for most; over half are confident about 2022 fundraising

## Priorities

Developing the workforce, inclusion & entrepreneurs remain the top areas of focus

## Workplace

Due to COVID-19 most maintained hybrid working conditions

## Partners

Local government partnerships that flourished in 2020 remain very strong

## 2022

Focus will shift to business attraction & most think 2022 will be better than 2021



# THANK YOU

**Questions?**

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